2004 –2005

Saskatchewan
Provincial Budget

Performance Plan

Minister's Message

I am pleased to introduce the 2004-05 Performance Plan for Saskatchewan Northern Affairs (SNA).

We at Saskatchewan Northern Affairs are eager to meet the challenges ahead of us. We want to engage northerners as partners as we work to promote the social and economic development of northern Saskatchewan communities. I am committed to completing the key actions identified in our performance plan and reporting on the Department's actual progress to northerners and the people of Saskatchewan, in July 2005.

We are working in those areas in which we have the most strategic impact in the north. The Department will continue to focus on strengthening and carrying through on our commitments to advancing economic development and diversification in the north. SNA is maintaining a leadership role in the cross-governmental Northern Strategy. SNA will strive to advance the initiatives of the Northern Development Agreement and Accord. SNA will assist in developing the vital mining, forestry, tourism and fisheries sectors.

Soon Saskatchewan will celebrate its centennial as a Canadian province. Northern Saskatchewan with its abundant resources and unlimited potential is sure to figure prominently in leading this Province over the next hundred years.

Buckley Belanger
Minister of Northern Affairs

104-05165/

Who We Are

MANDATE

The mandate of the Office of Northern Affairs is to promote the social and economic development of northern Saskatchewan communities in partnership with the federal government and northern communities by supporting regional, business and industry development, and co-ordinating government activities in the Northern Administration District (NAD) of Saskatchewan.

VISION

Northern residents and communities will have opportunities to improve their quality of life and increase their self-reliance. With a greater capacity to create a viable social and economic future for themselves, northerners will take a greater role in the social and economic development of their communities and their regions.

OVERALL RESPONSIBILITIES

- Lead the cross-governmental Northern Strategy and co-ordinate interdepartmental activities;
- Develop policies and advise departments on responses to initiatives and issues in the north;
- Deliver economic development programming and services in the Northern Administration District;
- Assist the development of key sectors of the northern economy (e.g. mining, forestry, tourism, fisheries);
- Broker and co-ordinate among departments, communities, and industry to resolve issues and to better capture northern opportunities;
- Provide integrated provincial government communications to northerners;
- Administer northern mineral surface leases; and,
- Manage the Northern Mines Monitoring Secretariat (NMMS) and Environmental Quality Committee (EQC) program that monitors northern uranium mining developments and operations.

PROGRAMS AND SERVICES DELIVERED

Northern Strategy Leadership and Co-ordination – Includes co-ordinating, organizing, and providing logistical and administrative support to the Northern Strategy Deputy Ministers' Forum, Assistant Deputy Ministers' Steering Committee, and task teams; facilitating and co-ordinating the development of a strategic plan; monitoring the on-going results; and, co-ordinating reporting on overall results.

Northern Development Accord and Agreement – Saskatchewan Northern Affairs (SNA) plans and leads the delivery of provincial investments under the Northern Development Agreement (NDA), in conjunction with federal government and northern partners.

Northern Development Fund (NDF) – Delivery of economic development programs including financial supports to an average of 150 northerners annually, and business development services. The financial supports include: commercial loans to northern businesses; primary production loans to trappers, commercial fisherpersons, and wild rice growers; grants for marketing, research, and development; grants for organizational development and business skills training; grants to encourage and support youth entrepreneurship; and, financial support for Regional Development Corporations (RDCs).

Commercial Fishing and Freight Subsidy and Price Support Program – Provides financial support for the commercial fishing industry in northern Saskatchewan through a freight subsidy and a price support mechanism. The freight subsidy, accessed by more than 500 fisherpersons, helps equalize transportation costs for fisherpersons throughout the north. The price support mechanism compensates for reduced market prices or increased operating costs.

Mineral Surface Lease Agreements – Negotiation and on-going administration of 14 Surface Lease Agreements for northern mines, that address socio-economic benefits provisions and land tenure, environmental and occupational health and safety provisions, as co-ordinated with various provincial government departments and industry.

Northern Mines Monitoring Secretariat – Operation of the Northern Mines Monitoring Secretariat (NMMS), which co-ordinates provincial government activities pertaining to northern uranium mining and supports the activities of the Northern Saskatchewan Environmental Quality Committee (EQC). Thirty-one northern communities (municipal and First Nations) are part of the EQC.

Regional Planning – SNA provides organizational, technical, and advisory support services to five Regional Development Corporations (RDCs), including their development of operating plans, budgets and projects. SNA provides strategic and developmental assistance to economic sector associations, actively participates in inter-departmental and interagency forums, representing economic and business development interests in northern Saskatchewan, and provides referrals to other programs and services.

Business Support Services – SNA provides business support services to northern entrepreneurs, businesses, co-operatives, community development corporations, and other organizations. These services include the identification and evaluation of business opportunities, business plan development, organizational development, management counseling, business skills training and other advisory services.

Co-op Development Support Services – SNA provides co-operative support services to assist northern co-operatives in organization development, policies, planning, legislative compliance, project development, and key sector strategies. SNA provides support for the re-organization and revitalization of commercial fisheries co-operatives as part of the provincial fisheries strategy.

Northern Policy/Program Advisory, Advocacy, and Communication Services – SNA provides advice and assistance to other departments in the development of strategies, policies, plans, programs, and services to ensure northern interests are served and to advance goals under the Northern Strategy. SNA is involved in provincial cross-governmental and inter-departmental strategies and initiatives; and, facilitates provincial government communications with northerners on various policy issues and provides communication on initiatives beyond the scope of the Department's core programs, including those offered by other departments.

STRUCTURE AND ORGANIZATION

SNA has a total staff complement of 34.6 full-time equivalents (FTEs). SNA has permanent offices in Regina and La Ronge with field offices in Creighton, Buffalo Narrows, and Saskatoon. Most SNA staff work in the NAD. SNA has six units: 1) Regional Development; 2) Program and Financial Services; 3) Resource and Industry Development; 4) Planning and Performance Management; 5) Communications; and, 6) Business and Human Resource Management.

Plan at a Glance

This is the third performance plan publicly released by Saskatchewan Northern Affairs. It builds on our plan released in July 2003 by adding numerous new performance measures and updating our actions to assist in tracking progress toward our goals and objectives. The goals and objectives identified are multi-year in nature. For each objective, a series of key actions for the 2004-05 fiscal year outline how the objective will be met. The performance plan will continue to evolve as strategic planning, performance management and reporting processes mature, and more stakeholder feedback is incorporated.

Saskatchewan Northern Affairs will report on actual, compared to planned, results in its 2004-05 Annual Report next year.

OUR VISION

Northern residents and communities will have opportunities to improve their quality of life and increase their self-reliance. With a greater capacity to create a viable social and economic future for themselves, northerners will take a greater role in the social and economic development of their communities and their regions.

GOAL #1

Self-reliant residents and communities in the north

OBJECTIVE 1 - *Greater involvement of northerners in influencing decisions regarding northern development*

Performance Measures:

- Percentage of representatives attending meetings
  - ~ Environmental Quality Committee (EQC)
  - ~ Northern Review Board (NRB)
  - ~ Northwest Regional Development Council (NWRDC)
- Percentage of uranium mining provincial operating license renewal applications that receive EQC input
- Number of northern stakeholder representatives on key Northern Affairs' Committees

OBJECTIVE 2 - *Northerners have access to financing, business and employment opportunities*

Performance Measures:

- Percentage of NDF funding utilized
  - ~ Loans
  - ~ Grants
- Number of estimated person years of employment created or maintained through the assistance of the Northern Development Fund per $100,000 loan funds provided overall
  - ~ Commercial loans
  - ~ Primary production loans
- Amount of government federal/provincial/municipal funding secured for co-ops
- Number of fisherpersons provided with subsidy payments
- Percentage of budgeted commercial fishing transportation subsidy utilized

GOAL #2

A viable and sustainable northern economy

OBJECTIVE 1 - *Provide capital, business and infrastructure support in the north*

Performance Measure:

- NDA funding dispersed for approved projects per year (includes federal and provincial funding)

OBJECTIVE 2 - *Increased management and ownership of businesses by northerners*

Performance Measure:

- Percentage of northern businesses in NAD owned, in part or whole, by northerners

GOAL #3

Responsive and effective government in the north

OBJECTIVE 1 - *Strengthened communication of government activities related to economic development in the north*

Performance Measures:

- Number of *Northern Focus* newsletters and weekly radio features
- Number of northern radio broadcasts relating to uranium development
- Distribution of insert in *Opportunity North*
- Number of school presentations related to uranium development:
  - ~ number of schools visited
  - ~ number of students participating

OBJECTIVE 2 - *Co-ordinated and transparent delivery of government services among government departments and northern partners in the NAD*

Performance Measure:

- Number of Tripartite Management Committee (TMC) meetings held to advance the Northern Development Agreement (NDA)

2004-05 Financial Overview

The 2004-05 budget for SNA provides financial support for the initiatives in this plan. The budget focuses on further development of several programs specific to the north.

The following gives a breakdown of SNA's 2004-05 budget:

2004-05 ESTIMATES	*(in thousands of dollars)*
Administration	$ 1,082
Accommodation and Central Services	228
Northern Strategy	574
Resource and Economic Development	3,341
Total Appropriation	$ 5,225
Capital Acquisitions	0
Amortization	7
Total Expense	$ 5,232
FTE Staff Complement	34.6

Trends and Issues

SNA serves the Northern Administration District (NAD) (generally the area north of the 54th parallel). Geographically, the NAD represents about half of the Province. It is approximately 320 000 square km in area and includes a variety of distinct regions based on geography, resource base, population, community and business service development, and human history. This variety makes the delivery of provincial government services in the NAD challenging. The Department's performance plan addresses specific trends and issues influencing development in the NAD, as well as opportunities for potential development.

DEMOGRAPHIC AND SOCIO-ECONOMIC CONDITIONS

The population of northern Saskatchewan is approximately 36,000[1]. The northern population is growing at a faster rate than the rest of Saskatchewan, but has generally lower levels of employment, education, and levels of income compared to the Province as a whole. The table below shows several of these trends:

*TRENDS**	*NAD*	*Province*
Aboriginal population	84%	13%
Median age	22.1	38.8
Less than grade 12 education	45.5%	27.6%
Employment rate	41%	63.5%
Youth (15-24) in labour force	32%	65%
Median family income	$ 27,323	$ 49,264

* *2001 Census*

MAJOR ECONOMIC SECTORS

MINING

Mining continues to be a stable industry in Saskatchewan's north. Northern Saskatchewan is the largest uranium producer in the world, with more than 30 per cent of the world's natural uranium production. In addition to three uranium mines, one gold mine and one copper-zinc mine are in production. Saskatchewan's northern mining industry employs more than 1,500 people, with 50 per cent of them northerners. Modest job growth is anticipated over the medium-term, with job growth directly tied to new investments, which, in turn, are hampered by concerns about federal regulatory burdens.

[1] *Saskatchewan Health Covered Population*

TOURISM

Northern Saskatchewan's tourism industry has potential for growth. Hunting and fishing are the most popular tourism activities in the NAD. With forests and thousands of lakes and rivers, northern Saskatchewan offers many opportunities for Aboriginal culture experiences, eco-tourism, and other outdoor adventures. Restricted transportation options and limited east-west travel corridors have an impact on northern tourism. To further capture opportunities in the tourism sector, key activities will focus on continuing to support the development of a comprehensive northern tourism strategy framework, in conjunction with key partners, to provide a co-ordinated approach to northern tourism planning, marketing, and development. Results from four community tourism pilot projects will provide the foundation for the framework.

FORESTRY

The forestry sector continues to operate in an unstable and uncertain environment due to the unresolved U.S. softwood lumber dispute. Saskatchewan's primary forest product exports declined to $584.8 million in 2002 from a high of $749.5 million in 2000. While investment challenges are high in the short-term, future investments will need to focus on well-integrated value-added production facilities, and away from stand alone production capacity in what will be a far more competitive commodities market. SNA will continue to support the forestry expansion and northerners' efforts to realize value-added processing and manufacturing opportunities. Attention will also focus on the development of non-timber forest products, which are less likely to be impacted by the ongoing softwood lumber dispute.

TRADITIONAL RESOURCE HARVESTING

Traditional resource harvesting continues to be a stable industry in the NAD, with potential for modest growth. In 2002, the sector generated more than $9 million in seasonal income for 4,000 people in commercial fishing, fur trapping, and the collection of berries, mushrooms and other non-timber forest products.

OTHER OPPORTUNITIES

NORTHERN DEVELOPMENT ACCORD/AGREEMENT

The Province is committed to the success of the Northern Development Board Corporation (NDBC). The Northern Development Accord is an agreement between the federal and provincial governments and the NDBC to work together to advance economic development in the NAD. The Northern Development Agreement (NDA), the first agreement signed under the Accord, reflects the contribution of $10 million each by the federal and provincial governments to support capacity building and development of economic infrastructure in the NAD. The Accord provides an "open window" for additional northern "development agreements" to assist the realization of increased northern businesses, jobs, and benefits in north.

INFRASTRUCTURE DEVELOPMENT

Saskatchewan's north is underdeveloped compared to southern Saskatchewan. Infrastructure (roads, energy, power, water, sewer) is basic or limited in many parts of the north. Key road infrastructure priorities include Athabasca road upgrades, and completion of a road connector between Fort McMurray, Alberta and Garson Lake, Saskatchewan to enable northern Saskatchewan residents an opportunity to participate in the Alberta Oil Sands sector and to encourage northern Saskatchewan tourism.

CAPACITY LEVELS

Education levels and management, professional, technical, and general labour force skills are lower in the north compared to the rest of the Province. Considerable effort, support, and resources are required to build capacity of northern individuals/employees, business owners, board members, and community leaders. SNA will continue to strengthen the capacity of key boards and committees by providing ongoing technical and advisory support. Further, SNA will focus on promoting youth entrepreneurship.

Changes from 2003-04 Performance Plan

In 2003-04, SNA focused attention on realigning strategic goals, objectives, and key actions. To gauge progress toward meeting objectives, several new performance measures were added.

The goals in the Department's 2004-05 Performance Plan remain unchanged from those published in 2003-04. The Department reworded three objectives, without changing strategic intent, to clarify their meaning. Two objectives were reworded to reflect areas SNA has more direct control to influence:

- Goal 1 – the objective "Increased northerner participation in the labour economy" was changed to "Northerners have access to financing, business and employment opportunities"
- Goal 2 – the objective "An expanded and diversified northern economy" was changed to "Provide capital, business and infrastructure support in the north"

SNA removed the performance measure *"How well the Northern Strategy meets its objectives (Progress under the Northern Strategy will be measured by a list of milestones)"*. SNA will lead the revitalization of government planning in support of the Northern Strategy in 2004-05; this will affect previously set milestones.

As SNA's performance plan continues to evolve, new measures that will provide a more balanced means for users to assess performance results will be added. For 2004-05 the following performance measures have been added to our plan:

- Percentage of representatives attending meetings
  - ~ Environmental Quality Committee (EQC)
  - ~ Northern Review Board (NRB)
  - ~ Northwest Regional Development Council (NWRDC)
- Percentage of uranium mining provincial operating license renewal applications that receive EQC input
- Percentage of NDF funding utilized
  - ~ Loans
  - ~ Grants
- Number of estimated person years of employment created or maintained through the assistance of the Northern Development Fund per $100,000 loan funds provided overall
  - ~ Commercial loans
  - ~ Primary production loans
- Amount of government federal/provincial/municipal funding secured for co-ops
- Number of fisherpersons provided with subsidy payments
- Percentage of budgeted commercial fishing transportation subsidy utilized
- NDA funding dispersed for approved projects per year (includes federal and provincial funding)
- Percentage of northern businesses in NAD owned, in part or whole, by northerners
- Number of *Northern Focus* newsletters and weekly radio features
- Number of northern radio broadcasts relating to uranium development
- Distribution of insert in *Opportunity North*
- Number of school presentations related to uranium development
  - ~ number of schools visited
  - ~ number of students participating
- Number of Tripartite Management Committee (TMC) meetings held to advance the Northern Development Agreement (NDA)

Goals, Objectives, Actions and Measures

This section provides the detailed information of our 2004-05 Performance Plan. Under each goal a number of objectives have been established that support progress toward the broader goal statement. For each objective, SNA has identified a set of key actions and performance measures to assist tracking progress toward the objectives.

GOAL #1

Self-reliant residents and communities in the north

OBJECTIVE 1 - *Greater involvement of northerners in influencing decisions regarding northern development*

Opportunities exist to develop the northern economy. It is important that northerners are active participants in this development, expressing their viewpoints and concerns regarding decisions that affect them, and ensuring development in the north reflects northerners' needs and perspectives. As northerners become increasingly involved in matters that affect them, opportunities exist to build capacity so they may become increasingly self-reliant and help shape their own future.

Key Actions for 2004-05

- Target and co-ordinate industry and federal-provincial regulator technical information sessions for volunteer EQC representatives to increase their understanding of continually evolving technological and regulatory requirements in uranium mining.
- At the request of federal and provincial regulators, the industry, and northerners, co-ordinate and facilitate public consultations with the EQC on proposed northern uranium mining developments and project operating approvals.
- Provide technical support and advice to SNA's northern economic development boards and committees for better decision-making (e.g. the Northern Review Board, Northwest Regional Development Council, regional development corporations).

What are we measuring?	**Where are we starting from?**
Percentage of representatives attending meetings	
• Environmental Quality Committee (EQC)	EQC: 77%
• Northern Review Board (NRB)	NRB: 64%
• Northwest Regional Development Council (NWRDC)	NWRDC: 73%
	[September 30, 2003, latest data available]

SNA's advisory committees were established to give northerners an opportunity to provide input into SNA's programming and developments in the north.

- The EQC acts as a communications bridge between northerners, government and the uranium industry.
- The Northern Review Board (NRB) assists SNA with the delivery of the Northern Development Fund.
- The Northwest Regional Development Council (NWRDC) serves as an advisory body to the Minister of Northern Affairs on regional development in the northwest side of the Province.

This measure indicates northerners' involvement in planning and decision-making processes, and may indirectly indicate their satisfaction with their contributions to the committee. SNA has a moderate level of influence over this measure. The Department has the ability to ensure the committees are operating smoothly, and to provide opportunities for members to build their capacity. The north's vast geographic area (and associated travel costs and time) and competing priorities (work and family commitments) are factors that influence this measure.

What are we measuring?	**Where are we starting from?**
Percentage of uranium mining Provincial operating license renewal applications that receive EQC input	100% *[2002-03, latest data available]*

The Province of Saskatchewan requests EQC input into uranium operating license renewals. The measure demonstrates a growing recognition of the EQC as a valuable committee to provide feedback during these processes, and therefore demonstrates increased northerner involvement. SNA has a moderate level of influence over this measure. SNA can advocate the EQC's involvement in these processes; however, SNA has limited control on the invitation extended to the EQC to provide input. Renewals take place as required, there is no set frequency.

What are we measuring?	**Where are we starting from?**
Number of northern stakeholder representatives on key Northern Affairs' Committees	See the following tables *[2002-03, latest data available]*

	Number of Members from Stakeholder Groups, Regions or Communities			
	Northern Review Board (NRB)	*Environmental Quality Committee (EQC)*[1]	*Northern Development Board (NDB)*	*Northwest Regional Development Council (NWRDC)*[2]
Political Entities				
Athabasca Economic Development & Training Corporation (AEDTC)			2	
Meadow Lake Tribal Council (MLTC)			2	
Métis Nation of Saskatchewan (MNS)			4	
Prince Albert Grand Council (PAGC)			2	
Saskatchewan Association of Northern Communities (SANC) New North			2	
Regional Representation				
Athabasca Region	1		2[3]	
Central Region	1			
East Side	2			
West Side	2			
Northern Communities				
Air Ronge		1		
Bear Creek				
Beauval		1		2
Black Lake		1		
Black Point				
Brabant Lake		1		
Buffalo Narrows		1		1
Camsell Portage		1		
Canoe Narrows				1
Cole Bay				1
Creighton				
Cumberland House		1		
Cumberland House Cree Nation		1		
Denare Beach		1		
Descharme Lake				
Dillon Buffalo River Dene Nation		1		
Dore Lake				
Fond du Lac		1		

[1] *The EQC is comprised of representatives of the "impact communities" as defined by the Human Resource Development Agreement negotiated for each uranium mine. Southend is an impact community, but currently does not have a member representative.*

[2] *The NWDC is a Regional Organization comprised of communities mainly in the northwest region of Saskatchewan.*

[3] *On the NDB, interests of communities in the Athabasca Region are met through the representation of the Athabasca Economic Development and Training Corporation (AEDTC).*

	Number of Members from Stakeholder Groups, Regions or Communities			
	Northern Review Board (NRB)	*Environmental Quality Committee (EQC)*[1]	*Northern Development Board (NDB)*	*Northwest Regional Development Council (NWRDC)*[2]
Northern Communities				
Garson Lake				
Green Lake		1		1
Ile a la Crosse		1		2
Jans Bay		1		
La Loche		1		
Lac La Ronge Indian Band Grandmother's Bay Hall Lake La Ronge Stanley Mission Sucker River		1		
La Ronge		1		
Michel Village		1		1
Missinipe				
Montreal Lake Cree Nation		1		
Patuanak		1		
Patuanak English River First Nation		1		1
Pelican Narrows				
Peter Ballantyne Cree Nation Denare Beach Deschambeault Lake Kinoosao Pelican Narrows Sandy Bay Southend Sturgeon Landing		1		
Pinehouse		1		1
Sandy Bay		1		
Sled Lake				
Southend				
St. George's Hill		1		
Stanley Mission				
Stony Rapids		1		
Timber Bay				
Turnor Lake				
Turnor Lake Birch Narrows First Nation		1		
Uranium City		1		
Weyakwin		1		
Wollaston Lake				
Wollaston Lake Hatchet Lake First Nation		1		

The number of key northern stakeholder groups represented by each key committee supported by SNA, broken down by community, region and/or stakeholder group (depending on what is appropriate) – presented in a matrix.

SNA key committees:

- Northern Review Board (described above)
- Environmental Quality Committee (described above)
- Northern Development Board Corporation is a registered non-profit corporation, and provides advice and recommendations on initiatives and priorities to achieve the vision and goals of the Northern Development Accord
- Regional development corporations were developed to undertake and support northern regional economic development leading to self-reliance, and continuous development of northern organizations and leadership (not included in 2002-03 baseline year as they were established in 2003-04)

The main purpose of the matrix is to help identify gaps in representation.

SNA will identify gaps in stakeholder or regional representation on committees and work on filling these gaps. SNA's level of influence varies with each committee. In some cases, the communities nominate the representatives to sit on the committees. With the NRB, SNA appoints all members on the Board. There is a need to balance representation with efficiency. Several members on SNA committees may sit on other boards and committees, thereby bringing a variety of perspectives to the table.

OBJECTIVE 2 - *Northerners have access to financing, business, and employment opportunities*

Many northerners may face barriers that have the potential to impede their participation in the northern economy. This may include: limited mobility due to high transportation costs and the remoteness of communities; workplace experience and training; or credit history to apply for loans. With access to financial services, business advice, and other similar programs, northerners have greater opportunities to better participate in the economy, leading to self-reliance.

SNA contributes directly to this objective through business advisory services and the Northern Development Fund (NDF) loan and grant program. Other lending agencies with offices in the north can positively impact the outcome of this objective as well.

Key Actions for 2004-05

- Provide business and management consulting advice to potential NDF clients in order to support their business initiatives and help them to acquire financing. (Also contributes to Goal 2, Objective 2)
- Provide financial assistance in the form of loans and grants from the NDF to northern businesses, individuals, municipalities, and First Nations to stimulate business and economic development and entrepreneurship in the NAD. (Also contributes to Goal 2, Objective 2)
- Provide proactive "after care service" to NDF loan clients to increase the longevity and success of NDF-funded business ventures. (Also contributes to Goal 2, Objective 2)
- Assist commercial fisherpersons by providing transportation subsidies for hauling fish to processing plants.
- Promote the concept and investigate the feasibility of pursuing multi-party development of northern capacity to serve the growing range of 'environmental service' needs of the northern public and private sectors.
- With the Public Service Commission (PSC), conduct an evaluation of the effectiveness of the Northern Hire Policy.
- Conduct a program evaluation of the loan component of the NDF, recommend improvements to the program, and implement changes.
- Promote business development, entrepreneurship, and employment to youth in the north by attending and/or supporting various forums such as job fairs and business conferences.

What are we measuring?	**Where are we starting from?**
Percentage of NDF funding utilized	
• Loans	92% for loans
• Grants	100% for grants
	[2002-03; latest data available]

The Northern Development Fund (NDF) loan program provides term commercial loans and primary production loans. Northerners who may have difficulties accessing funding through conventional lending agencies may benefit from the NDF.

The NDF also has a grant component for three priority areas:

- Marketing, Research, and Development
- Organizational Development and Business Skills Training
- Youth Entrepreneurship

This measure shows the extent northerners are accessing the NDF loan and grant fund. SNA has a high level of influence over this measure through promoting the programs, directing business-consulting and primary production clients to the program, and approving loans and grants. Factors that influence this measure include the number of applications received and the influence of global economic trends and issues on the northern economy.

What are we measuring?	**Where are we starting from?**
Number of estimated person years of employment created or maintained through the assistance of the Northern Development Fund per $100,000 loan funds provided overall	
• Commercial loans	Commercial loans: 6 per $100,000 in funds provided
• Primary production loans	Primary Production loans: 16 per $100,000 in funds provided
	[September 30, 2003; latest data available]

The Northern Development Fund (NDF) was created to support economic and business development in northern Saskatchewan. Term commercial loans are accessible by eligible northern businesses and entrepreneurs. The primary production loan program enables northerners to take part in traditional lifestyles in wild rice, fishing, and trapping industries. A "spin-off" to new business start-ups or expansions may include the creation of new jobs, or the maintenance of jobs that may have been at risk.

This measure shows the NDF's potential to help northerners access employment opportunities related to small businesses and primary production industries. To take into account full-time, part-time, and seasonal employment, person years of employment is used. For the purpose of this measure, one person year of employment is equal to a) one person who is employed full-time, or b) more than one person who works part-time or seasonally so that the total working time is equal to one person who is working full-time. 1,950 hours a year is considered to be full-time.[4]

SNA has moderate level of influence over this measure. While the NDF has the potential to help northerners create and/or maintain jobs, SNA has less control over the actual jobs a business may create and whether or not these positions are filled by northerners.

[4] *Human Resources Development Canada*

What are we measuring?	Where are we starting from?
Amount of government federal/provincial/municipal funding secured for co-ops	$0 *[2002-03, latest data available]*

SNA provides co-operative support services in organizational development, policies, planning, legislative compliance, project development, and key sector strategies. Through these services, SNA may help establish new co-operatives and secure federal, provincial and municipal funding required. Co-operatives increase the ability of northerners to access funding that might not be readily available to individuals. This measure shows the amount of funding secured by co-ops. SNA has moderate influence over this measure. Through advocacy, the Department can influence the funding provided to co-ops. A factor influencing the measure is the interest in forming co-ops.

What are we measuring?	Where are we starting from?
Number of fisherpersons provided with subsidy payments	500 *[2003-04]*

The Commercial Fishing Freight Subsidy program helps to offset high transportation costs for fisherpersons throughout the NAD. Without the subsidy, many fisherpersons may not be able to transport fish to be processed. This measure shows the approximate number of commercial fisherpersons who benefit from the subsidy and can take part in the commercial fishing sector with the subsidization of high transportation costs. SNA has a high level of influence over this measure by annually setting subsidy rates, and can provide subsidies up to the budgeted amount. The Department has limited control over the number of individuals taking part in the fishing industry.

What are we measuring?	Where are we starting from?
Percentage of budgeted commercial fishing transportation subsidy utilized	86% *[2002-03, latest data available]*

This measure evaluates the demand on the subsidy program, and is related to the growth of the northern fishing industry. (See above description of program.)

SNA has a moderate level of influence over this performance measure through providing subsidies, establishing subsidy rates annually, and providing administration fees to the Freshwater Fish Marketing Corporation. The Department has limited control over the number of individuals taking part in the fishing industry, and the quotas taken out of the lakes.

GOAL #2

A viable and sustainable northern economy

***OBJECTIVE 1** - Provide capital, business and infrastructure support in the north*

Capital, business, and infrastructure support provides a foundation to help make the northern economy strong and sustainable. The development of economic enabling infrastructure (such as roads, energy, and power) and the availability of financial resources better enable northerners to participate in the northern economy, and may offer more diverse employment options and increase local resilience to market fluctuations.

SNA contributes to this objective through direct actions and collaborative efforts with other provincial and federal departments, and northern boards and committees, and indirectly by advocating issues on behalf of northerners.

Key Actions for 2004-05

- Co-ordinate investor-northern partner discussions to identify and plan prospective northern development projects and strategic business alliances, focusing on mining, forestry and tourism sectors.
- Advocate and build consensus for the construction of all-season roads in the Athabasca region, and a road connector between Fort McMurray, Alberta, and Garson Lake, Saskatchewan for the purpose of stimulating the local economy, reducing the cost of living, and improving the quality of life for residents in the areas.
- Plan and lead the co-ordinated delivery of provincial investments under the Northern Development Agreement (NDA) in conjunction with the federal government and northern partners. (Also applies to Goal 3, Objective 2)
- Working with northern organizations, plan, and co-ordinate a bi-annual business forum for northern businesses, entrepreneurs, and industry partners for delivery in 2005 to: discuss opportunities and trends; share success stories and lessons learned; deliver capacity building workshops; strengthen business-supplier relationships; create support networks among northern businesses; and create a new plenary forum for SNA to listen to and talk with northerners. (Plenary forum also applies to Goal 1, Objective 1)
- As a co-sponsoring department with Saskatchewan Environment and Saskatchewan Industry and Resources, implement Saskatchewan's forest expansion in the north, to realize value-added processing and manufacturing opportunities, and enhanced support for the development of non-timber forest products.
- Support Sask Tourism and the Northern Tourism Task Team in the continued development of a comprehensive northern tourism strategy framework that will provide a co-ordinated approach to northern tourism planning, marketing, and development.
- Co-ordinate, encourage, and support the wild rice industry in northern Saskatchewan to better promote and market its product and increase annual sales.
- With Saskatchewan Property Management Corporation (SPMC), conduct an evaluation of the effectiveness of the Northern Procurement Policy.

What are we measuring?	Where are we starting from?
NDA funding dispersed for approved projects per year (includes federal and provincial funding)	$2.7 million *(February 18, 2004)*

Under the Northern Development Agreement (NDA), the provincial and federal governments are contributing $10 million each over five-years to support capacity building and economic infrastructure development in the NAD. This measure shows how much funding is provided under the Agreement. SNA has moderate level of influence over this measure. SNA is one of many partners involved in administering the program. Partners include the Northern Development Board Corporation (NDBC), other provincial departments, and the federal government. A factor influencing the measure is the number of applications that satisfy eligibility requirements.

OBJECTIVE 2 - *Increased management and ownership of businesses by northerners*

The number of businesses in the NAD and the number of businesses owned by northerners are indicative of how strong the local economy is. The number of businesses owned and managed by northerners in the NAD is important to the long-term economic success of the region. Through ownership and operation of northern businesses, northerners are more actively involved in the local economy, work force and community. Keeping a greater portion of business revenues in the NAD encourages more spending locally and reinvestment in the community, which, in turn, fosters more resilient and diversified economies.

Key Actions for 2004-05

- Lead and co-ordinate the development of northern co-operatives to build northern capacity, access available resources, promote northern ownership of businesses, and develop housing projects.
- Provide business/management consulting advice to potential NDF clients in order to support their business initiatives and help them to acquire financing. (Also contributes to Goal 1, Objective 2)
- Provide financial assistance in the form of loans and grants from the NDF to northern businesses, individuals, municipalities, and First Nations to stimulate business and economic development and entrepreneurship in the NAD. (Also contributes to Goal 1, Objective 2)
- Provide proactive "after care service" to NDF loan clients to increase the longevity and success of NDF-funded business ventures. (Also contributes to Goal 1, Objective 2)

What are we measuring?	Where are we starting from?
Percentage of northern businesses in NAD owned, in part or whole, by northerners	49% *[September 30, 2003; latest data available]*

A "northerner" is an individual who has lived in the NAD for ten years or half of his or her life. This measure tracks the percentage of northerners that own businesses in the NAD.

The measure is based on voluntary entries in the *Northern Saskatchewan Business Directory*. The directory is updated on a regular basis. SNA has a low- to moderate- level of influence over the number of northerners owning businesses in the entire NAD, with influence only on businesses the Department has direct contact with through the NDF loan and grant programs, and business consulting services.

Other lending agencies may positively impact this measure as well through providing financial services to northern businesses. Factors that influence this measure include the demand for cost-competitiveness with products and services offered in larger communities outside the NAD, high costs associated with transporting goods, and global economic trends and issues impacting the northern economy.

GOAL #3

Responsive and effective government in the north

OBJECTIVE 1 - *Strengthened communication of government activities related to economic development in the north*

Through effective communications, northerners' awareness of economic development programs and services available to them will increase. With increased awareness of programs and services available to them, northerners can access and benefit from the programs. Effectively communicating existing government programs and services is important to their success. This is particularly important given the unique communication challenges in the north. For example, multiple modes of communication must be considered and tailored to the unique situations of different northern regions. A variety of communication tools is used in the north, including newsletters, radio, and advertising.

Key Actions for 2004-05

- Develop and implement a strategic communication plan that will focus on: increasing the awareness of SNA's mandate, programs, and strategic activities; improving communication with SNA's northern economic development boards, committees, stakeholders, and partners; and, improving provincial government communications to and with northern people.
- Improve the website for communicating the Northern Strategy and associated northern government strategies, policies, programs, and services to increase awareness of government initiatives.
- Deliver NMMS communications to increase northerners' awareness of the uranium sector's current operating requirements and challenges (i.e. regulatory, human resource, business case/benefits) and its future outlooks.

What are we measuring?	**Where are we starting from?**
Number of *Northern Focus* newsletters and weekly radio features	2 *Northern Focus* newsletters 30 weekly radio features *[2002-03; latest data available]*

SNA delivers several communication materials throughout northern Saskatchewan annually. The *Northern Focus* newsletters and radio features profile Government services available to northerners, in addition to activities and news events impacting northerners. The newsletter also profiles northern artists. The newsletter is widely distributed to all northern homes and businesses by Canada Post and to 200-250 recipients in southern Saskatchewan for a total of 8,000 per newsletter. The radio program may be accessed throughout the NAD.

SNA has a high level of influence to determine the number of communication initiatives it delivers on an annual basis. While the newsletter and radio program are delivered throughout the NAD, the Department has limited control over the numbers in the audience. The Department tries to impact readership and listening audiences by providing informative and meaningful information to northerners.

What are we measuring?	**Where are we starting from?**
Number of northern radio broadcasts relating to uranium development	144 spots annually *[2003-04]*

The Northern Mines Monitoring Secretariat (NMMS) produces *"You Were Asking"*, a radio broadcast that answers questions related to the uranium industry and/or the Environmental Quality Committee. This performance measure shows the frequency of communication activities related to the uranium industry.

SNA has high level of influence over this measure, and can determine the number of radio broadcasts delivered. While the Department has limited control over numbers in the audience, the program is produced each week in English, Cree, and Dene to reach more northerners.

What are we measuring?	Where are we starting from?
Distribution of insert in *Opportunity North*	45,000 *[2002-03, latest available data]*

The NMMS publishes a four-page insert in *Opportunity North*, a northern periodical distributed to all households in the NAD several times a year. The insert provides public information respecting the northern uranium mining industry and associated socio-economic and environmental topics. This measure shows the number of households provided with the publication, and is directly related to strengthening communication of NMMS and EQC activities.

SNA has high level of control to determine the space it will purchase to produce a four-page insert. SNA has limited control over readership.

What are we measuring?	Where are we starting from?
Number of school presentations related to uranium development: • number of schools visited • number of students participating	Number of schools: 5 Number of students: 153 *[2003-04]*

SNA, and Saskatchewan Environment (SE) deliver presentations to middle school and high school students to raise awareness of uranium development. This measure shows that children and youth of various ages may benefit from SNA's communication initiatives, and illustrates the number of schools and students impacted by the presentations. Through the presentations, students may increase their understanding of uranium developments in the north.

SNA has a high level of influence to determine the number of presentations made each year. This decision is made with SE in consultation with education officials. Each year the two departments identify a region in the north. The region chosen largely determines the number of schools and students who participate each year. Factors that influence this measure include poor weather or travel conditions that may result in cancellation of the event.

OBJECTIVE 2 - *Co-ordinated and transparent delivery of government services among government departments and northern partners in the north*

One of SNA's responsibilities is to improve planning and co-ordination of activities between provincial and federal government departments and northerners. Successful planning and co-ordination will increase the effectiveness of programs and initiatives, and will positively impact northern communities and residents.

Key Actions for 2004-05

- Lead and manage Saskatchewan's contribution to, participation in, and relationships with the Northern Development Ministers Forum designed to advance cross-jurisdictional northern initiatives in selected priority areas. For 2004-05, the priority areas include northern awareness enhancement, research and innovation, recruitment and retention, and economic infrastructure investment.
- Revitalize and expand government planning under the Northern Strategy to be more inclusive of other government initiatives and strategies that impact the north.
- Pursue opportunities to negotiate an intergovernmental agreement with Alberta Aboriginal Affairs and Northern Development to advance areas of mutual socio-economic interest in the northern regions of Saskatchewan and Alberta.
- Continue development and implementation with partner departments/agencies of a co-ordinated Government of Saskatchewan corporate strategy to negotiate appropriate Canada-Saskatchewan response(s) regarding former northern Saskatchewan uranium mines.
- Negotiate and administer northern mineral surface lease agreements with industry to continue effective, efficient, and co-ordinated government support for future development of the northern mineral sector.
- Identify and advance, with colleague departments and agencies, further improvements to Saskatchewan's northern mining policy and procedural framework to encourage more investment in future developments and stimulate greater socio-economic benefits for northerners.
- Promote northern forest sector clients' and partners' increased appreciation/awareness of regulatory, policy, and trade-based requirements and challenges surrounding the establishment and expansion of processing and manufacturing facilities.

What are we measuring?	**Where are we starting from?**
Number of Tripartite Management Committee (TMC) meetings held to advance the Northern Development Agreement (NDA)	3 *[December 31, 2003; latest date available]*

The Northern Development Agreement (NDA) involves many partners in its delivery. The Tripartite Management Committee (TMC) is the management body that oversees the NDA, and includes two representatives each from the Northern Development Board Corporation, provincial and federal governments. The TMC also provides overall direction to the various subcommittees, including the technical and communications subcommittees. Frequent and effective communication between partners is required to ensure smooth delivery of projects under the Agreement. This measure relates to co-ordination efforts.

SNA, along with other co-chairs of the committees, have a high level of influence on this measure to collaboratively determine the number of times they meet.

Where to Obtain Additional Information

If you would like to obtain further information about Saskatchewan Northern Affairs, ask questions or provide comments on the performance plan, please contact:

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For further information relating to the Department's programs, please visit us online at:
http://www.northern.gov.sk.ca/index.html